

EXECUTIVE SUMMARY

**Café Conversations
Citizen Driven Performance
May – June 2015**



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The Purpose of Citizen Engagement

Voice of the customer is a term used in business to describe the process of capturing customer expectations, preferences, requirements and aversions to provide customers with best-in-class service quality. In order to deliver the results that customers need and desire, organizations must have vehicles in place by which to listen to, capture, and act upon this voice of the customer. The City of Fayetteville aspires to deliver the highest quality service possible to its residents. This goal inspired the execution of five Café Conversation resident engagement sessions in May and June of 2015.



The sessions were an attempt to solicit ideas from residents concerning the data they would like to see reported to them via the City's performance management system in regards to the City's progress toward meeting its six major strategic goals. These goals are as follows:

- The City of Fayetteville will be a safe and secure community
- The City of Fayetteville will have a strong, diverse, and viable local economy
- The City of Fayetteville will be designed to include vibrant focal points, unique neighborhoods, and high quality, effective infrastructure
- The City of Fayetteville will be a highly desirable place to live, work, and recreate with thriving neighborhoods and a high quality of life for all residents
- The City of Fayetteville will have unity of purpose in its leadership and sustainable capacity within the organization
- The City of Fayetteville will develop and maintain strong and active community connections

The data collected from these sessions will be incorporated into both the performance management system and the strategic planning process for the City.

Executive Summary

The resident engagement sessions were labeled Café Conversations to generate an atmosphere of relaxed, casual conversation much as one would experience if one was enjoying a cup of coffee with friends at his/her favorite café. City staff wanted residents to feel at home in these sessions to encourage honest and open feedback. Senior City executives, senior staff, and elected officials were invited to the sessions as observers but were not allowed to actively participate as this would potentially unduly influence the responses staff sought to obtain from the residents. Results from the sessions produced data that was predictable, such as crime rates being a desired measure of how safe and secure residents feel in Fayetteville. The sessions also produced new measures to target such as the effect of abandoned/vacant properties on perceptions of economic vitality, quality of life, and City leadership. Details of the results are outlined in the Key Insights section of this document.

Methodology

The sessions were held at City Recreation centers as these centers are typically neighborhood gathering spots and offer ideal facilities for small to medium size groups. In order to make attendance convenient, sessions were held in various sectors of the City. The following recreation centers were utilized:

- Lake Rim
- Smith
- Westover
- College Lakes
- Kiwanis

These locations provided the best possible coverage of the entire city. A number of communication outlets were utilized to publicize these events such as the City's social media outlets, press releases to the news media, information cards at the recreation centers, recreation center email mailing lists, radio announcements, FayTV7 advertisements, announcements at City Council meetings, and newsletter invites from the strategic planning office. Approximately 80 residents total from every council district in the city participated in these sessions.



Methodology (cont.)

Each session began with a brief overview of the City's strategic planning process and an explanation of the performance measurement system. Residents were given the necessary background to make the connection between their efforts in the sessions and an understanding of how the results would be utilized in managing the business of the City. Residents were then asked to brainstorm, goal by goal, what data or measures the City could report out to allow them to know the City was making sufficient progress toward meeting each strategic goal. These brainstorming sessions were held in small groups of three or four residents. See Appendix A for a copy of the instrument used to gather the brainstorming ideas. At the end of each brainstorming session, each group was asked to prioritize their list of items. See Appendix B for the instrument used to prioritize the brainstorm lists. All the lists were then collected and merged together to create one list of measures per goal for the entire session. Once the brainstorming and prioritization tasks were complete for each goal, each individual was asked to vote for his/her top three measures for each goal. Each measure received points from each participant, depending on where that participant ranked the measure. For example, if a participant thought a particular measure was his/her highest priority, that measure received ten points from that participant. Measures received nine points for each second place vote and eight points for each third place vote. The measures were then organized from highest to lowest in order of total number of points. In addition to collecting data on the strategic goals, demographic data was collected. Residents were also asked to provide feedback on preferences of data visualization vehicles, and opinion data on the engagement session was gathered.

Once data was collected from each individual citizen engagement session, the responses per goal had to be combined. This was accomplished by using an affinity diagramming technique to consolidate like ideas into a list of measures per goal. Point values from the sessions were retained and accumulated to ensure measures could again be ranked from highest total points to lowest per goal.

Demographics

Session participants came from all across the City as evidenced by the fact that each City Council District was represented. (Figure 1) The majority of participants, approximately 70%, have lived in Fayetteville ten years or more; however, we did have 15% of the participants who had been in Fayetteville less than five years. (Figure 2)

Figure 1

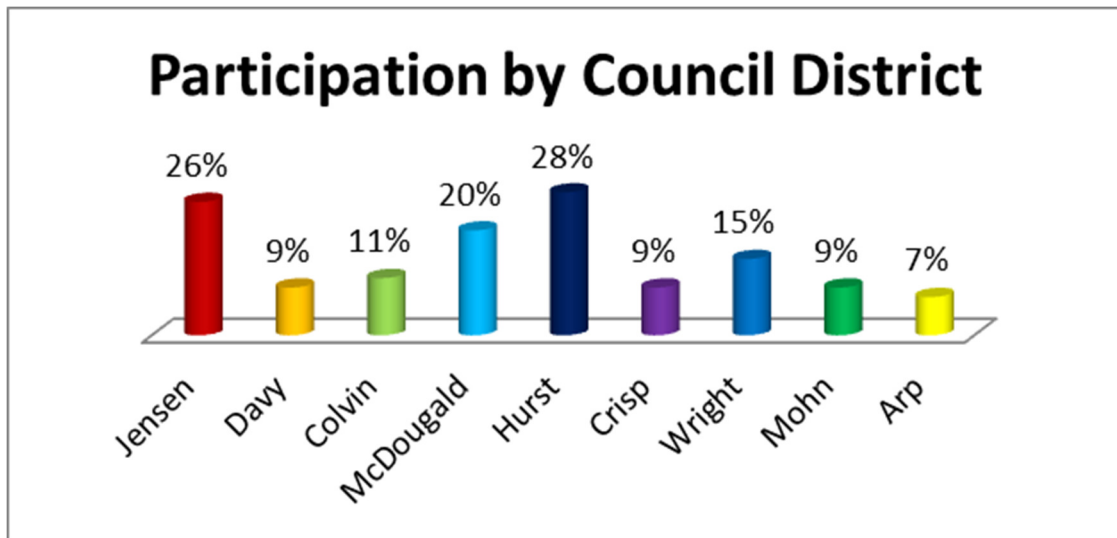
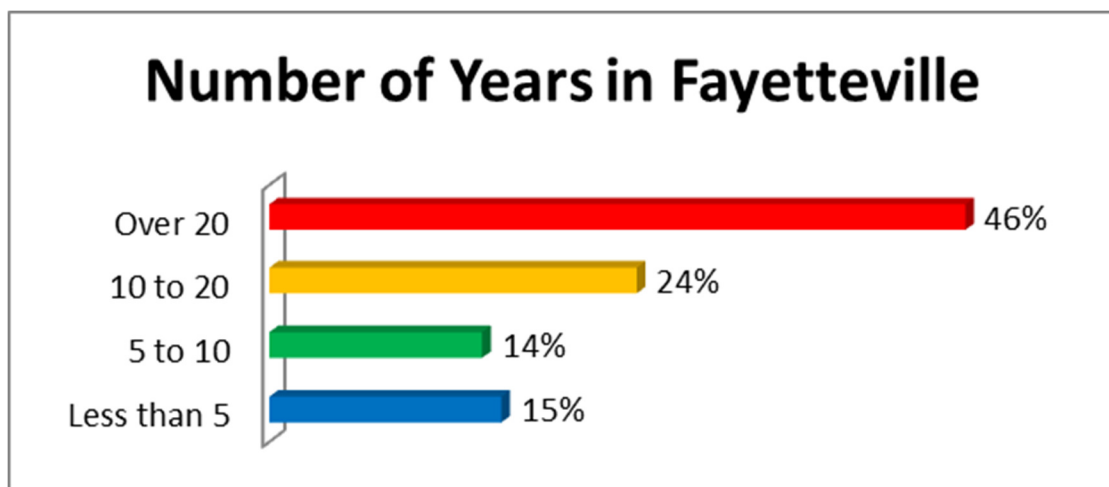


Figure 2



Demographics (cont.)

The vast majority of participants, 81%, were forty years of age or older with less than 10% of participants in the millennial group. Compared to 2010 Census data this percentage is about twice the percentage of this age group in the overall City population. (Figure 3) Gender-wise the group was slightly more female than male by a split of 54% to 46% respectively, which is very close to the actual percentages by gender in the 2010 Census. (Figure 4)

Figure 3

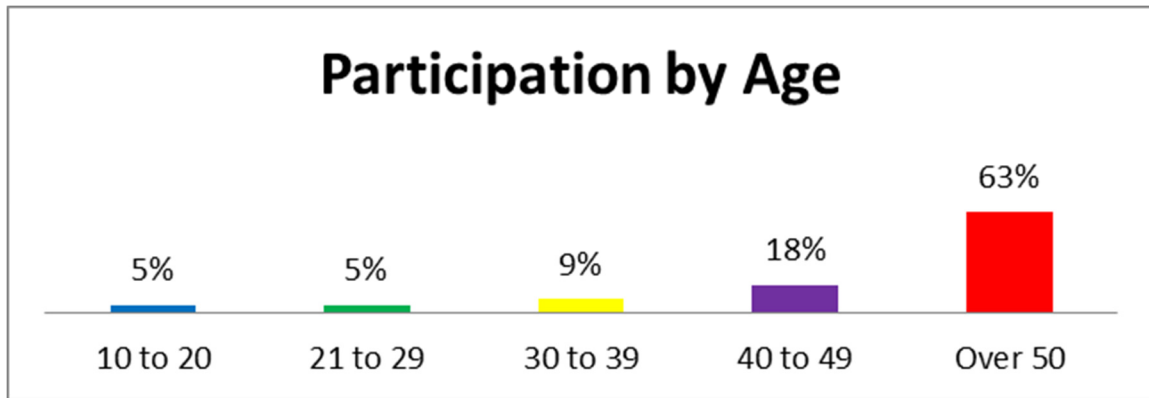
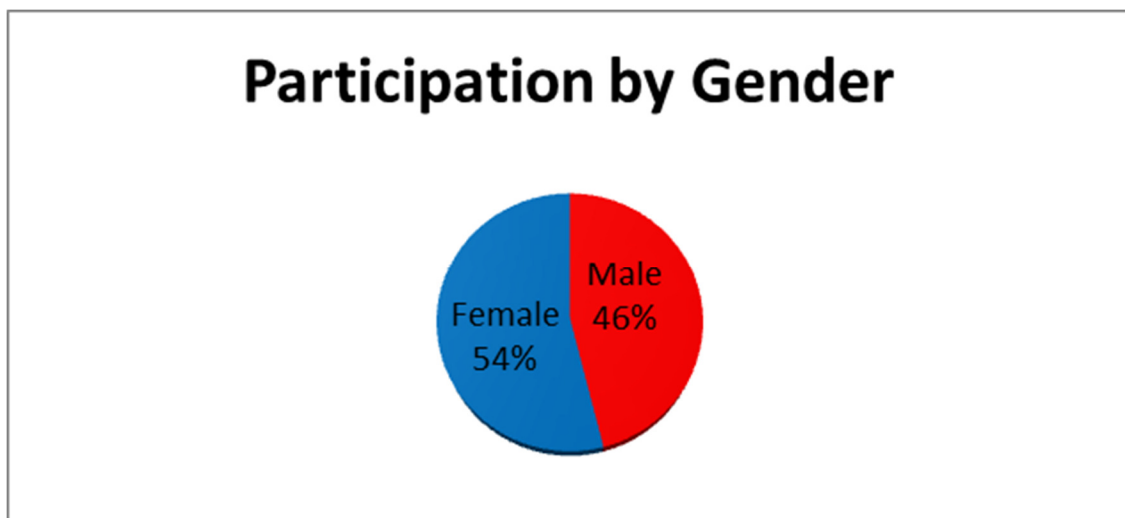


Figure 4



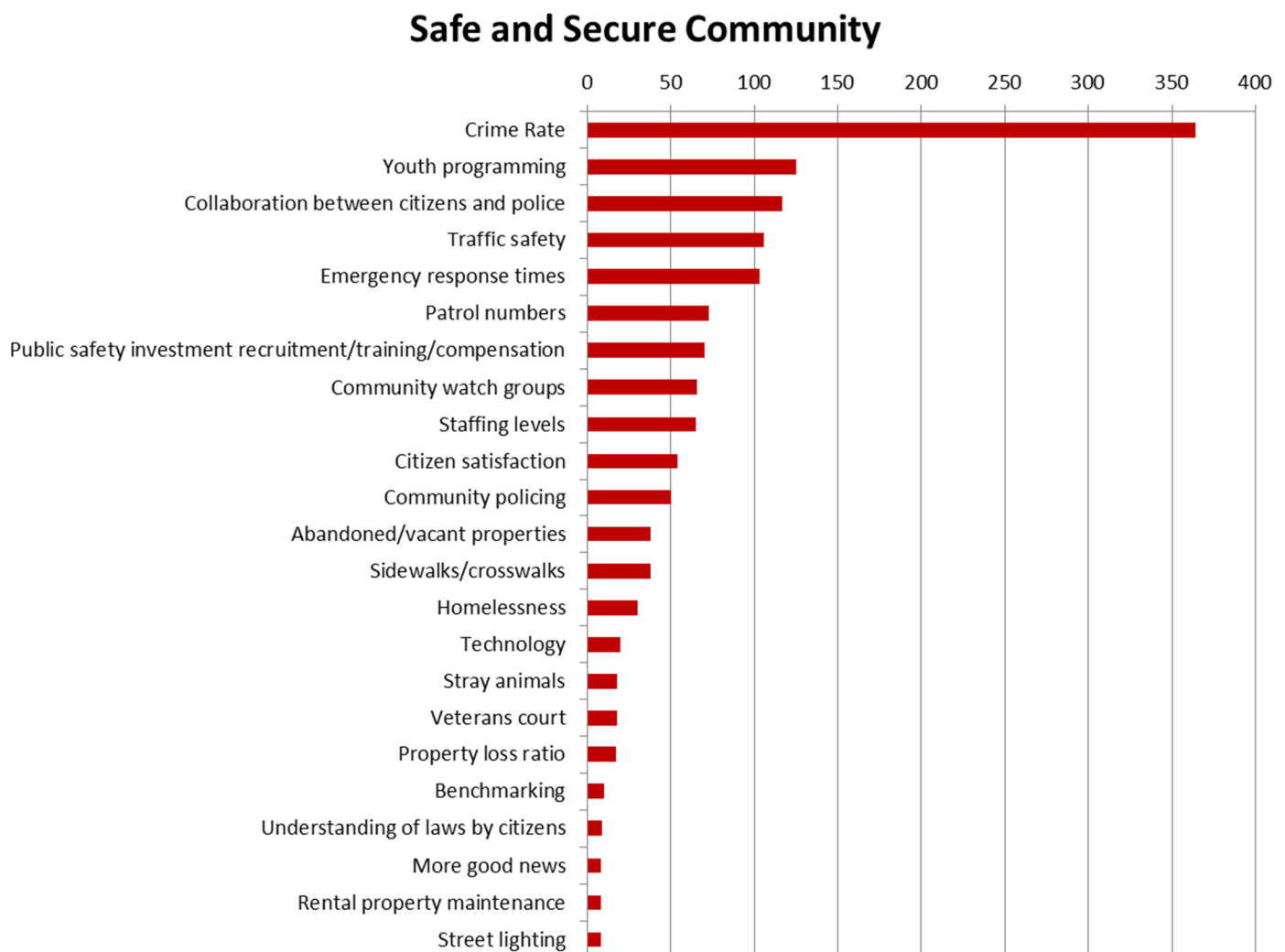
Key Insights

The following pages contain graphs listed by strategic goals and include the cumulative results of all the citizen engagement sessions conducted in May and June 2015. Results are reported as the total number of points garnered by each measure as outlined in the Methodology section of this document.

The City of Fayetteville will be a safe and secure community.

Results for the goal of maintaining a safe and secure community were somewhat predictable. (Figure 5) Participants rated reporting of crime rates as their top method of assessing progress toward achieving this goal. Other important measures to report include youth programming efforts, results of collaboration between citizens and public safety staff, traffic safety numbers, emergency response times for police and fire, and numbers of officers on patrol.

Figure 5

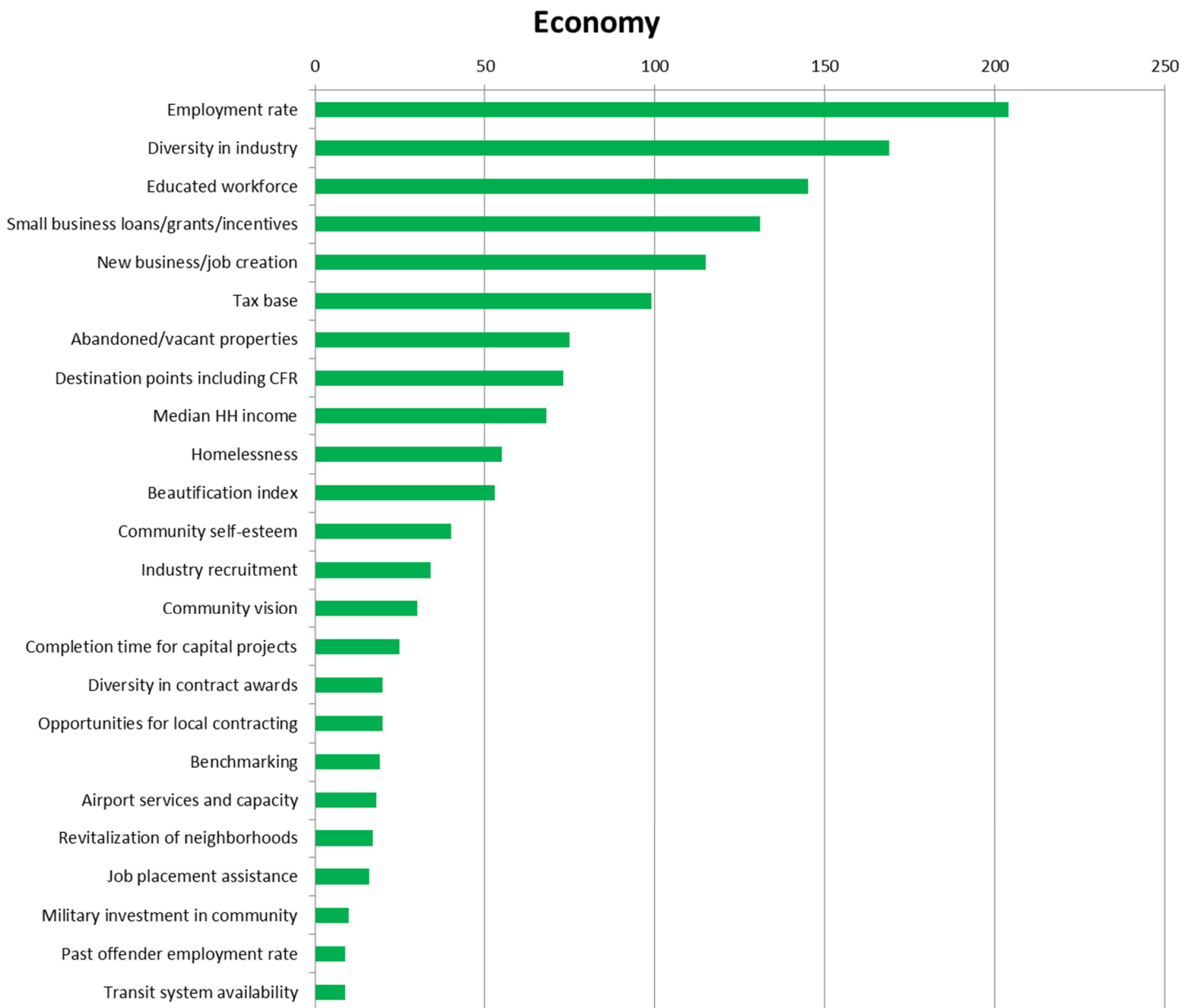


Key Insights (cont.)

The City of Fayetteville will have a strong, diverse, and viable local economy.

When it comes to measuring the vitality of the local economy, residents were most interested in employment rates, diversity in the types of industry in the local economy, the level of education of the workforce and opportunities to enhance the education of the workforce, and the small business incentives. (Figure 6) Other areas of interest included numbers of new businesses created, size of the City's tax base, and efforts to address the number of abandoned and/or vacant properties in the City.

Figure 6



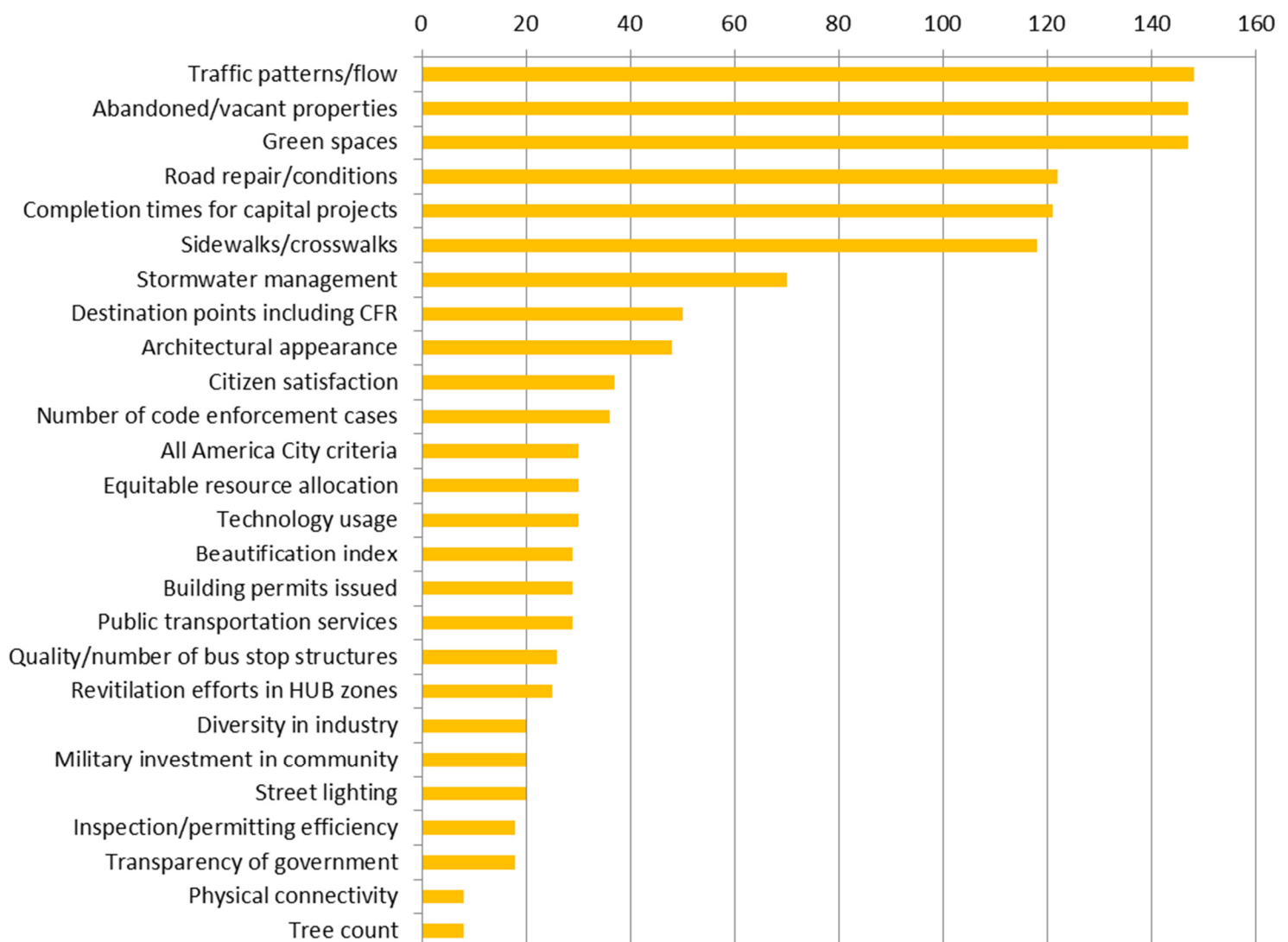
Key Insights (cont.)

The City of Fayetteville will be designed to include vibrant focal points, unique neighborhoods, and high quality, effective infrastructure.

The goal of maintaining a high quality infrastructure with effective urban planning can best be measured, according to participants, by reporting data on traffic flow, abandoned/vacant properties, and the amount of green space within the City. (Figure 7) Closely following these measures are data on road surface conditions, completion times for capital projects, and the number of sidewalks and crosswalks available. Stormwater management also ranks highly as does a desire for additional destination points within the city, including better use of the Cape Fear River asset.

Figure 7

Infrastructure and Urban Planning

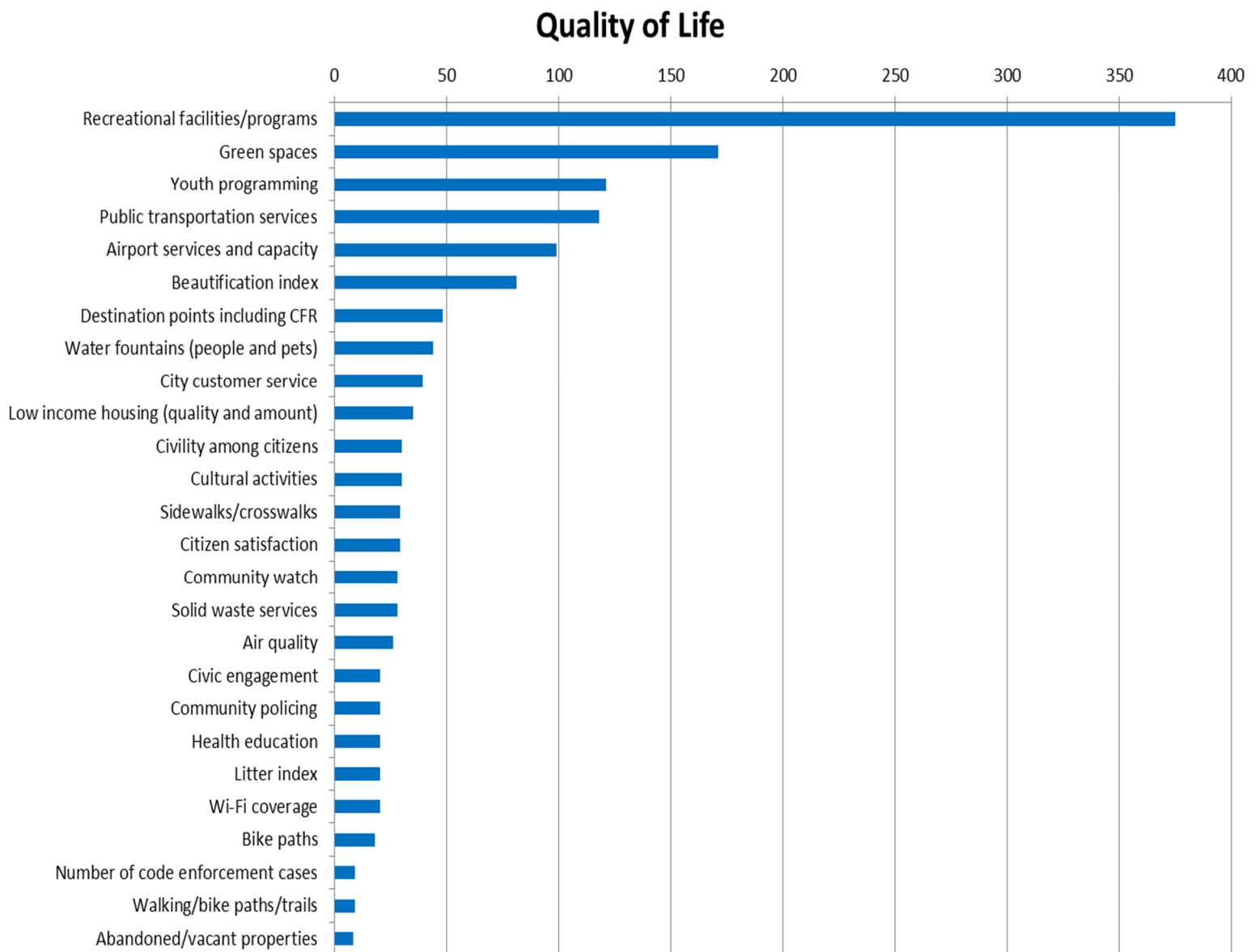


Key Insights (cont.)

The City of Fayetteville will be a highly desirable place to live, work, and recreate with thriving neighborhoods and a high quality of life for all residents.

Quality of life in Fayetteville is by far most dependent on the number and quality of recreational facilities and programs. Availability of urban green spaces again appears important to this goal as well. (Figure 8) Recreational youth programming, public transportation services, and expanded capacity and services at Fayetteville Regional Airport also rank highly with the residents.

Figure 8



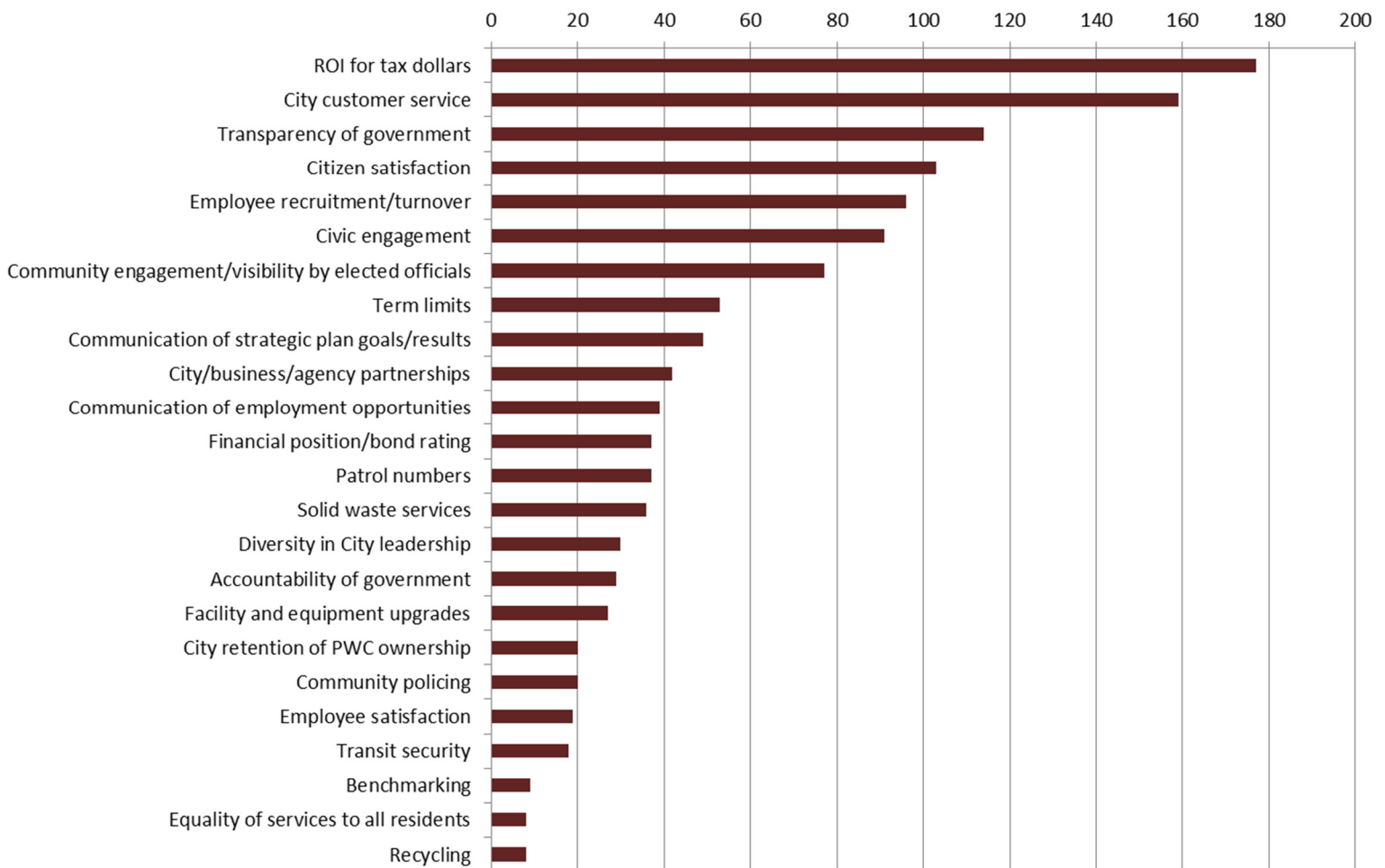
Key Insights (cont.)

The City of Fayetteville will have unity of purpose in its leadership and sustainable capacity within the organization.

Residents' top measure of organizational capacity and leadership is return on investment for their tax dollars. (Figure 9) Customer service levels provided by City staff in all areas ranks a close second. Residents expressed a desire for transparency in City government and for attention to measures of citizen satisfaction. Employee recruitment and turnover was also mentioned as a key indicator for this goal. The feeling expressed in the sessions was that the City should strive to hire the most qualified employees that it can and then take steps to retain those employees. Finally, engagement by residents with their local government and engagement with the community by elected leaders were mentioned as important measures for this goal.

Figure 9

Organizational Capacity and Leadership

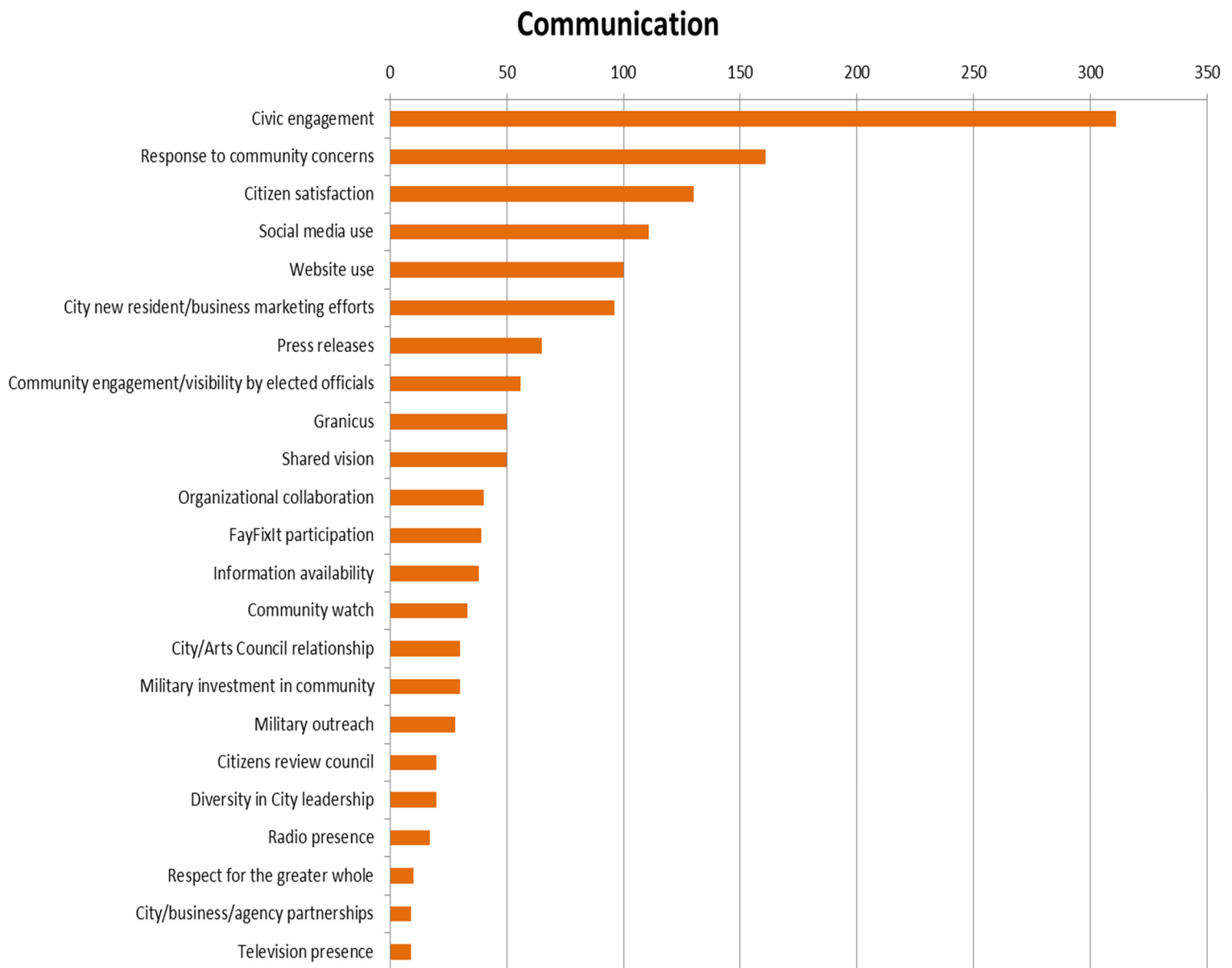


Key Insights (cont.)

The City of Fayetteville will develop and maintain strong and active community connections

Finally, in thinking about communication between City government and residents, the participants expressed an interest in more resident engagement activities. (Figure 10) They also expressed a desire for better response to community concerns and expressions of public opinion, more attention to measures of citizen satisfaction, and better use of social media and websites as communication vehicles between the City and residents.

Figure 10



Measure what matters

A review of the cumulative goal point total results, consideration of the number of sessions in which a measure was mentioned, and consideration for how many goals a particular measure influences yields the following priority measures per goal. Note that Citizen Satisfaction is a measure that garnered high marks and applies to all goal areas:

- **Safe and Secure Community**
 - Crime rate
 - Emergency response times
 - Community watch
 - Traffic safety
 - Youth programming
 - Patrol numbers
 - Collaboration between citizens and police
- **Strong, Diverse, and Viable Local Economy**
 - Diversity in industry types
 - Educated workforce
 - Employment rate
 - New business/job creation
 - Small business loans/grants/incentives
- **Infrastructure and Urban Planning**
 - Abandoned/vacant properties
 - Completion time for capital projects
 - Green spaces
 - Road repair/conditions
 - Sidewalks/crosswalks
 - Traffic patterns/flow
- **Quality of Life**
 - Airport services and capacity
 - Beautification index
 - Destination points including the Cape Fear River
 - Public transportation services
 - Recreational facilities/programs
 - Green spaces
 - Youth programming
- **Organizational Leadership and Capacity**
 - City customer service
 - Transparency of government
 - Return on investment for tax dollars
- **Communication**
 - Civic engagement
 - Community engagement/visibility by elected officials
 - Response to community concerns
 - Social media use
 - Website use

Themes

Overarching themes that emerged from the citizen engagement sessions are as follows:

1. Residents are eager and willing to engage with the City government to address issues important to the community. Neighborhood and community watch group information ranked high for the safe and secure community goal. Collaboration and communication were important measures for the communication goal, as was a desire for public opinion to be heard and responded to. Timely response to resident concerns was voiced as both a customer care and a communication issue. The participants consistently expressed a desire for transparent, accountable, engaged, responsive staff and elected officials. Finally, the measure of resident engagement activities beyond community watch groups was expressed as an important way for the City to communicate with residents.
2. Crime rate as a measure of the safety and security of the community came as no surprise, but it is the trend in crime rates that seems to resonate most with the residents. Residents expressed a desire to see consistent declines in crime rates over time, crime rates categorized in easy to understand language, and benchmarking against peer cities for comparison purposes.
3. Employment rates and diversity in industry were the lead measures for the local economy. Residents recognize the importance of the military to the City of Fayetteville, but they also recognize that in order for the City to grow and prosper, the City will have to diversify its economic base beyond those industries with ties to Ft. Bragg. The residents also realized and noted that proper education of the workforce is the surest way to achieve this diversity of industry in the local economy.
4. Concern around abandoned and vacant properties was one of the most widespread issues brought forward in the sessions. This measure has implications for safety and security, the economy, infrastructure and urban planning, and quality of life. It was not the top concern for any of the goal areas, but it was consistently mentioned across multiple goal areas.
5. Another measure that was almost universally discussed was the level and extent of services available at the regional airport. Most residents agreed that the Fayetteville Regional Airport was an important asset for the community, but many questioned the limited amount of airlines and flights that serve the facility. Questions were also raised about the possibility of expanding services, both by the airlines and within the terminal.
6. Aesthetic appeal of the City is a measure captured by the amount of abandoned/vacant properties, green space, and the desire for a beautification index for the City. Individually these measures did not rise to the top for any of the goal areas, but collectively they are pervasive across all strategic goals.
7. A desire for connectivity within the City was expressed by the measures of service for public transportation, measures of the pervasiveness of sidewalks and cross walks, and measures of the number of bike paths, walking trails, and green spaces. Residents expressed a desire to be able to move easily from place to place within the City, both for business purposes and for recreational purposes. They are looking for the City to become more pedestrian friendly.

Session satisfaction

At the end of each session, follow up questions were asked to judge participant satisfaction. The results are shown below in Figures 11, 12, and 13. It is encouraging to note that the vast majority of residents who attended the sessions felt they were able to express an opinion that will be used by the City for decision making purposes. Almost everyone stated they would participate in similar sessions should the City utilize this vehicle for citizen engagement again.

Figure 11

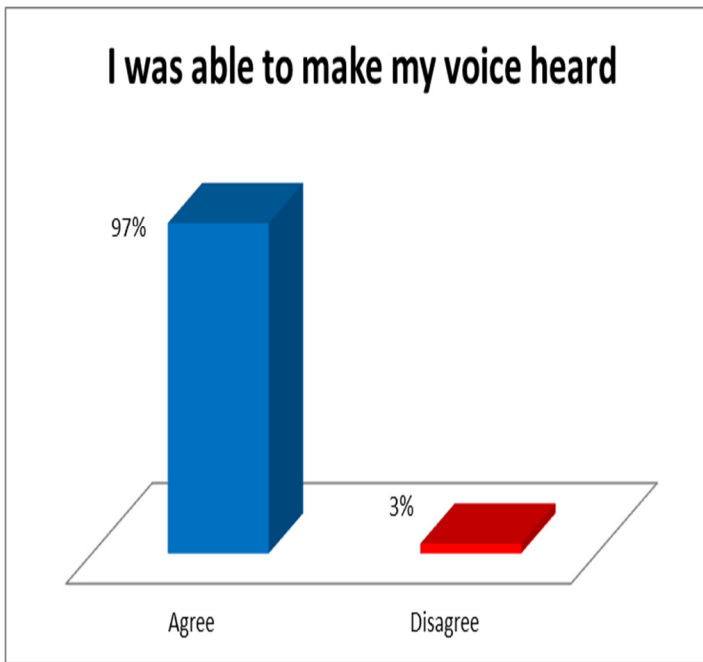


Figure 12

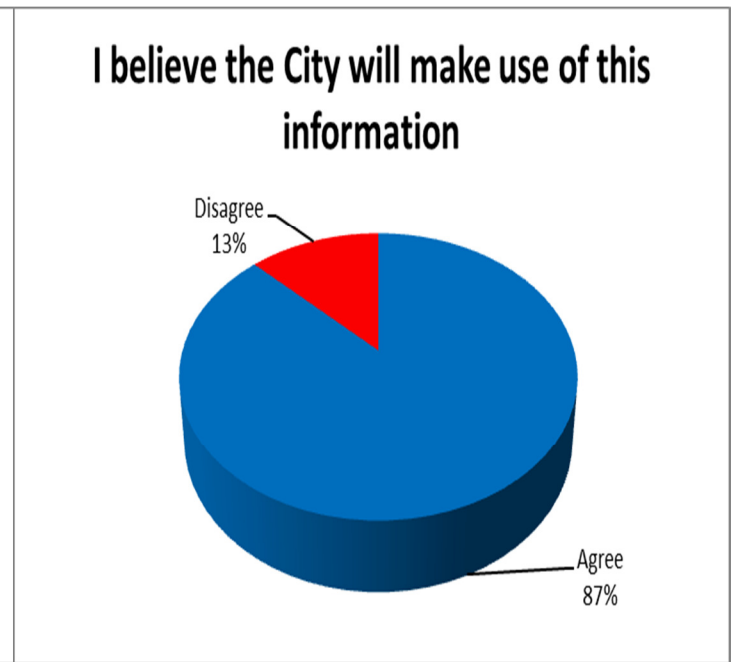
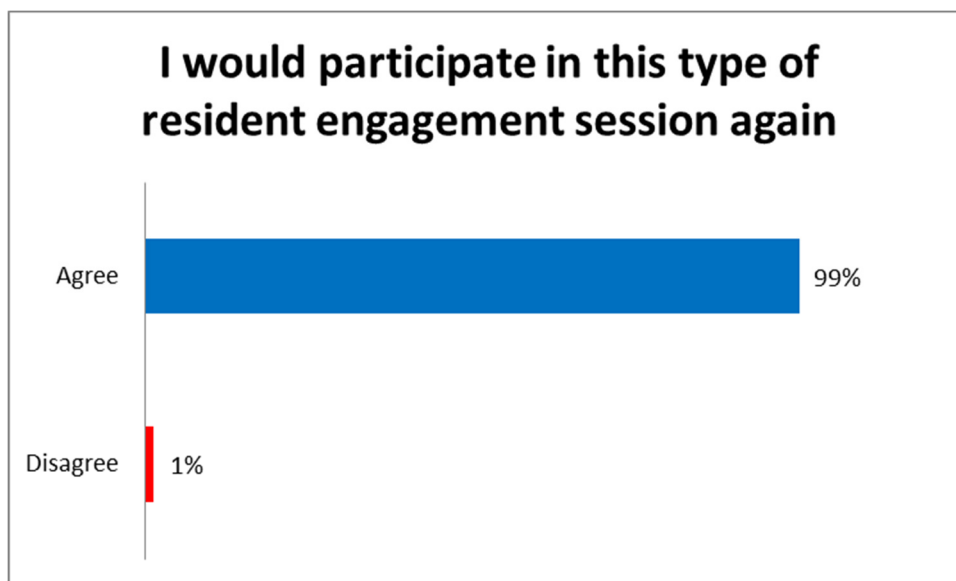


Figure 13



Resident Feedback on Data Visualization

Residents were also presented with three sample municipal performance measure dashboards (Appendix B) and asked to rank the samples according to their preferences concerning visual presentation and information content. It is critical to incorporate resident input as we develop a performance reporting system. Resident feedback summarized:

- Residents confirmed the desire to have access to performance data online
- The majority of residents expressed a desire to have clean, simple dashboards that present a clear snapshot of how the City is performing.
- They also expressed a desire to have the capability to drill down into any measure or indices to see the detailed data contributing to the specific performance of a measure or index.
- Graphical representation of data was preferred over a strictly numeric presentation when possible, particularly with high level measures or indices.

Future Direction

Citizen driven performance measurement will help the City focus its resources on the issues deemed most important by the residents. The quality adage “What gets measured gets done” applies here. By engaging residents, the City can now target its performance measures towards those outlined in these Café Conversations. By extension, the City can then target its work output towards those issues most important to the residents which should lead to an increase in citizen satisfaction with the City’s work output. We are now entering a cycle of information exchange with our residents whereby we solicit input from residents on where to concentrate our efforts and then subsequently report back to them on how we are performing as an organization in regards to these areas. This reporting will take place on a web-enabled, interactive platform allowing residents easy, anytime access to the data with the opportunity to view as much or as little detail as they wish.







Appendix A
Brainstorming Worksheet



**MEASURE
WHAT MATTERS**



#



A Community Café Conversation

Performance Measurement Workshop



Appendix B

Café Conversation Agenda, Prioritization Pages, and Dashboard Samples

Agenda

Welcome	5 minutes
Introduction to strategic planning and performance management	10 minutes
Brainstorm measures for each City goal	
Safe and secure community	12 minutes
Diverse and viable economy	12 minutes
High quality built environment	12 minutes
Desirable place to live, work, and recreate	12 minutes
Sustainable organizational capacity	12 minutes
Resident engagement and partnerships	12 minutes
Select best of the best measures	15 minutes
Review dashboard designs	10 minutes
Wrap-up	5 minutes



A Community Café Conversation

Performance Measurement Workshop



Prioritize: What measures tell you how safe and secure your community is?

1.
2.
3.
4.
5.



A Community Café Conversation

Performance Measurement Workshop



Prioritize: What measures speak to the economic health of your city?

1.
2.
3.
4.
5.



A Community Café Conversation

Performance Measurement Workshop



Prioritize: What measures indicate the quality of your city's infrastructure and planning efforts?

1.	
2.	
3.	
4.	
5.	



A Community Café Conversation

Performance Measurement Workshop



Prioritize: What measures paint a picture of the quality of life in your city?

1.
2.
3.
4.
5.



A Community Café Conversation

Performance Measurement Workshop



Prioritize: What measures speak to the unity in purpose of leadership and the quality and sustainability of City services?

1.
2.
3.
4.
5.



A Community Café Conversation

Performance Measurement Workshop



Prioritize: What measures indicate the level and quality of communication and engagement between residents and the City?

1.
2.
3.
4.
5.

A Community Café Conversation

Performance Measurement Workshop



Sample 1

Goal 2: Safe and Secure Community

Outcome Measures	
Part 1 Property Crimes Per 100,000 Residents Part 1 Violent Crimes Per 100,000 Residents Property Crime Clearance Rate Violent Crime Clearance Rate	Residents' Perception of Safety (Resident Survey) Cardiac Arrest Resuscitation Rate Fire Incident-Related Fatalities Fire Property Loss (Dollar Amount)
Objectives and Measures	Initiatives
Objective: Reduce the Occurrence and Severity of Crime Measure: Percentage of Robberies and Aggravated Assaults Committed with Firearms Percent of Priority 1 (Emergency Calls) Meeting Response/Time Standards 911 Calls Answered within Standards Vacancy Rate of Specific Funded Positions Percent of Police Priority 1 (Emergency Calls) Responded To in Less Than 5 Minutes	Improve First Response Time to Emergency Calls, by Using Improved Technologies and Other Resources that include Automatic Vehicle Locator (AVL) in Marked Patrol Cars Create Centralized Repository for Digital Evidence Expand the Forensic Services Division for improved lab analysis, crime scene response and completion of evidence processing Implement a mental health initiative to route patients to proper care while reducing the impact on the emergency response system Inventory and Analyze Existing Public Safety Programs for Results Target Specific Public Safety Problem Areas Through Inter-Agency Collaboration to Achieve Positive Outcomes (Gang Reduction Plan)

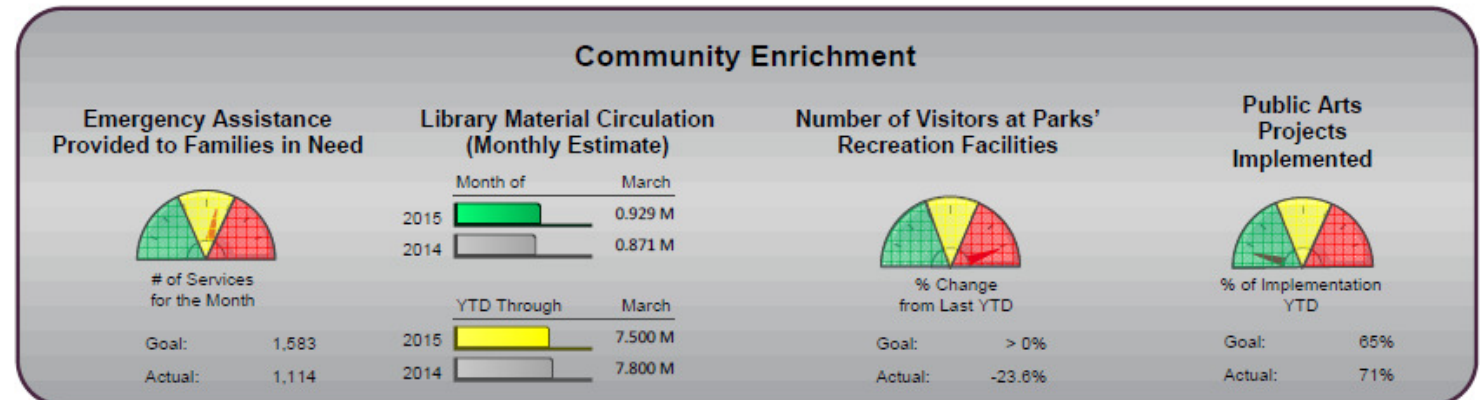
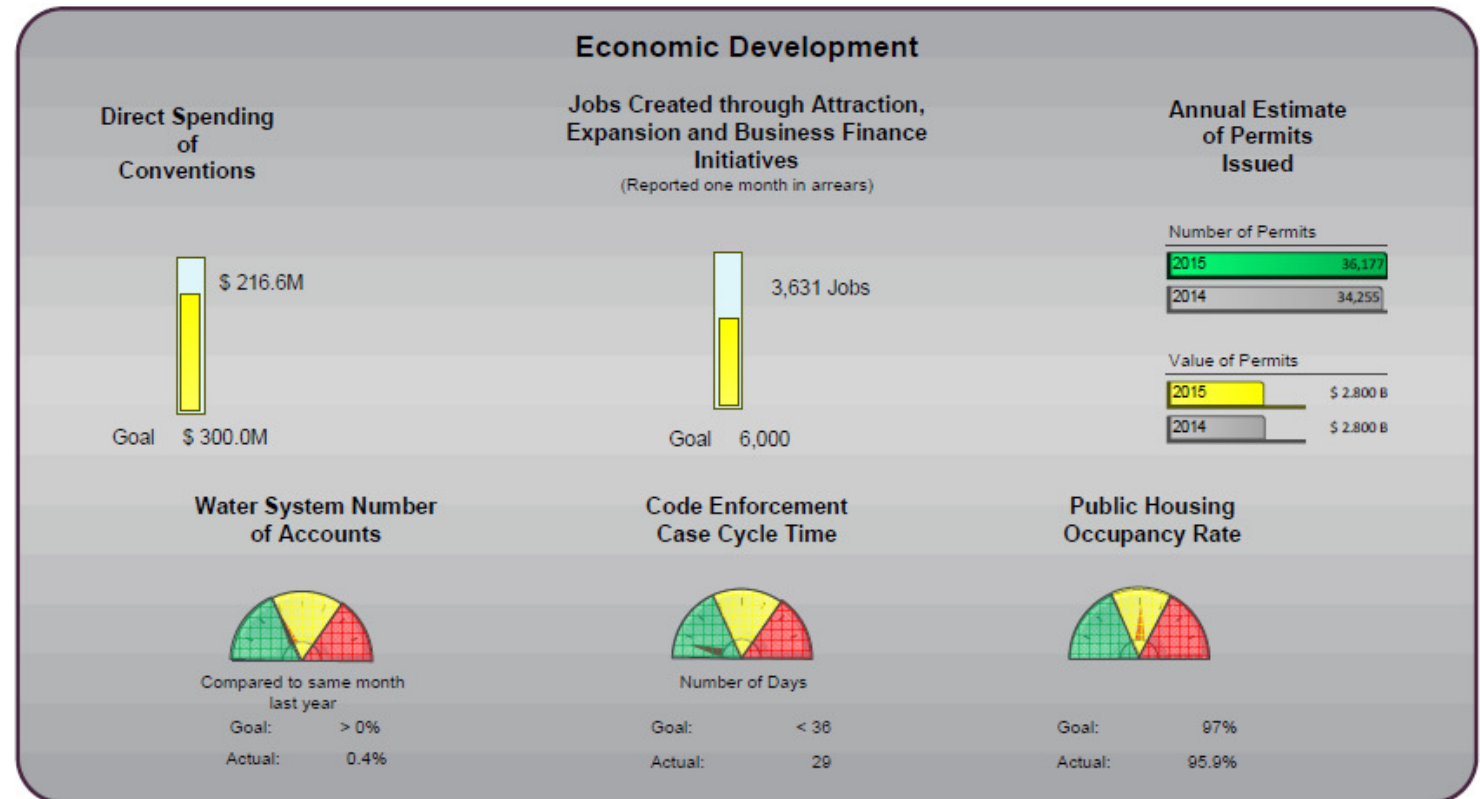
At or Above Target
 Slightly Below Target
 Below Target
 Data Pending
 No Data
 Completed

A Community Café Conversation

Performance Measurement Workshop



Sample 2



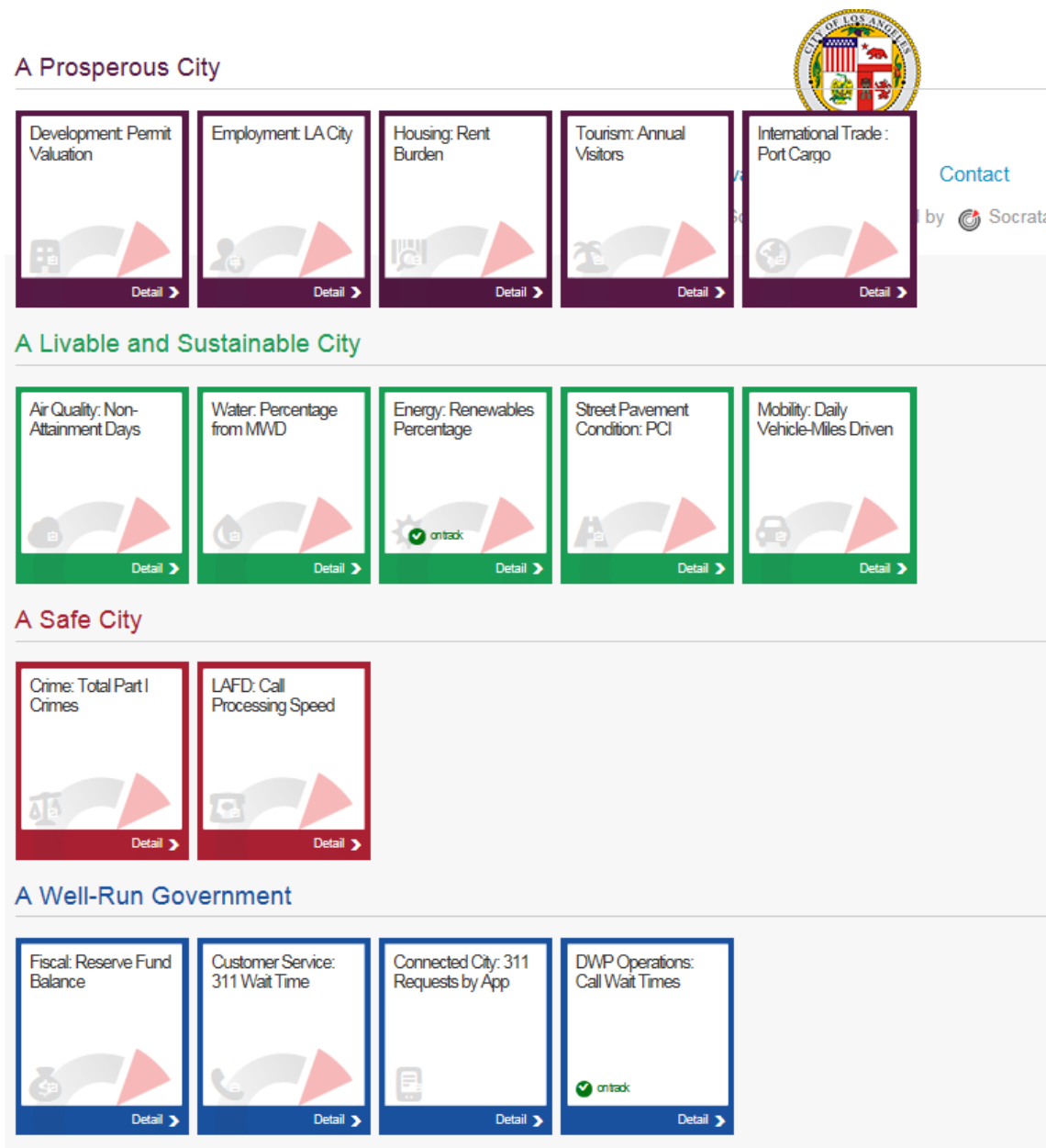


A Community Café Conversation

Performance Measurement Workshop



Sample 3



A Community Café Conversation

Performance Measurement Workshop

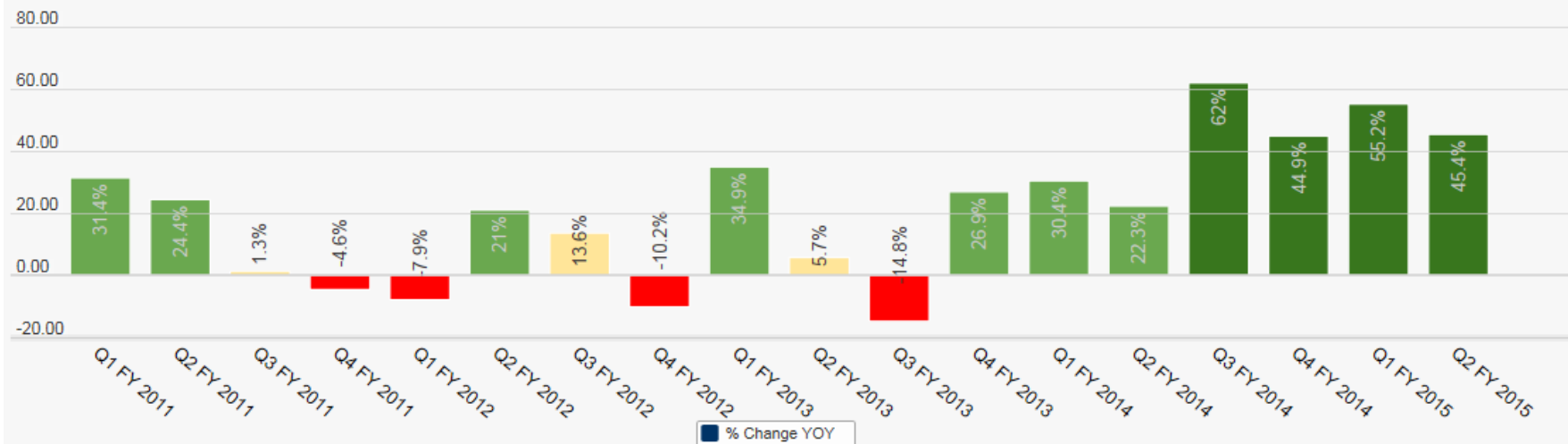


Sample 3 continued

New development represents **reinvestment** into our communities, creating **jobs** and promoting **economic growth**.

New development creates new jobs – including good middle class jobs in construction – while spurring broader economic growth. For decades, building in Los Angeles has been characterized by overly complicated permitting processes and regulations, providing a disincentive to reinvestment. To improve the development permitting process in Los Angeles, multiple departments including Building and Safety, City Planning, and the Bureau of Engineering, are working together to streamline operations and regulations.

Building Permit Valuation % Change over Same Quarter Last Year - LADBS



[Explore the data](#)